

**LEADERSHIP GROUP**

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Mayor Liz Reynolds
CITY OF ENCLAW

Councilmember Tola Marts
CITY OF ISSAQUAH

Executive Dow Constantine
KING COUNTY

Councilmember Reagan Dunn
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Council President Bruce Harrell
CITY OF SEATTLE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Commissioner Tim Osgood
WOODINVILLE FIRE AND RESCUE

Jody Miller (non-voting)
KING COUNTY EMERGENCY MANAGEMENT

PLANNING GROUP

Kathy Lombardo, Co-Chair
KING COUNTY, E-911 PROGRAM OFFICE

Executive Director Lora Ueland, Co-Chair
VALLEY COMMUNICATIONS CENTER

Chad Barnes
CITY OF BELLEVUE

Commander Chris Wilson
ISSAQUAH POLICE DEPARTMENT

Diane Carlson
KING COUNTY EXECUTIVE'S OFFICE

Lise Kaye
KING COUNTY COUNCIL STAFF

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KING COUNTY SHERIFF'S OFFICE

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CITY OF KIRKLAND (SOUND CITIES)

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KING COUNTY EXECUTIVE SERVICES

TASK FORCE CHAIRS

Sharon Potts, Technology
KING COUNTY INFORMATION TECHNOLOGY

Marilynne Beard, Finance
CITY OF KIRKLAND (SOUND CITIES)

Tom Koney, Finance
KING COUNTY EXECUTIVE SERVICES

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KING COUNTY EXECUTIVE'S OFFICE

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CITY OF SEATTLE MAYOR'S OFFICE

LEADERSHIP BRIEF

September 20, 2016

Meeting time & place:**Tuesday, September 20, 2016, 9:00-11:00am****at the Chinook Building - 1st Floor Conference Center, Suite 123**

401 5th Avenue Seattle, WA 98104

Purpose:

Launch the King County E911 Strategic Planning Process.

Topics:

- Project Overview
- Expectations of Leadership Group Members
- King County E911 Program Office & Interim Advisory Group Update
- Strategic Planning Process Brief
- Strategic Planning Work Team Rosters

Leadership Packet Contents:

- **Top Sheet** (this page) 1
- Leadership Group **Agenda** for 9/20/16 2
- Project Overview 3
- Strategic Planning Organizational Chart 4
- Strategic Planning Process Graphic 5
- Leadership Group Member Expectations Summary 6-7
- Strategic Planning Process Brief 8-11
- Rosters (Leadership, Planning Group, Task Forces) 12-15

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CITY OF SEATTLE MAYOR'S OFFICE

AGENDA

September 20, 2016 9:00am – 11:00am

Chinook Building

1st Floor Conference Center, Suite 123

401 5th Avenue

Call in number: **206 263 8114**, Access Code: **119584**

TIME	ITEM	ACTION	LEAD
9:00	Introductions	Information	Kathy Lombardo King County + Lora Ueland Valley Comm
9:15	Project Overview	Information	Brian Scott BDS – Strategic Planning Consultant
9:25	Expectations of Leadership Group members	Discussion	Brian / All
9:55	Program Updates - E-911 Program Office; IAG	Information	Kathy + Erik Scairpon Redmond Police
10:05	Process Review - Process brief (deliverables, timelines)	Information	Brian Scott, BDS Tim Ceis, CBE Strategic Kevin Kearns, IXP Morgan Shook, ECONorthwest
10:30	Task Forces - Rosters, Kick-Off	Discussion	Brian / All
10:40	Round Table (Equity focus)	Discussion	Andrés Mantilla CBE Strategic / All
11:00	ADJOURN		

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PROJECT OVERVIEW

Ordinance #18139:

The Strategic Plan Committee will develop a plan that will:

1. **Integrate with the state's E911 system** and the **responsibilities of local jurisdictions** in their delivery of E-911 dispatch services;
2. Develop a **ten-year technology investment strategy** for the regional King County E-911 system with tactics and a process for adapting to evolving technology and service conditions;
3. Develop a **ten-year sustainable financial plan** for the regional King County E-911 system with tactics and a process for adapting to evolving financial conditions; and
4. Define an **ongoing decision-making or governance structure** for implementing and achieving the vision and goals of the regional King County E-911 system, including a conflict resolution process.

Project:

A Strategic Plan for the regional components of the King County E-911 System by December 31, 2017.

Vision:

Consistent with national best practices, the King County Regional E-911 System will be among the best in the country in terms of:

- Rapid and effective routing of requests for service
- Effective deployment of evolving technology
- Efficient use of public resources
- Adherence to the guiding principles

Guiding Principles & Goals:

- | | |
|---|--|
| <ul style="list-style-type: none"> ○ Process <ul style="list-style-type: none"> – Transparency – Project Management Principles – Collaboration – Predictability – Advocacy – Inclusion ○ Finances <ul style="list-style-type: none"> – Fiscal Responsibility – Financial Sustainability – Cost Effective | <ul style="list-style-type: none"> ○ Standards <ul style="list-style-type: none"> – National Best Practices – Performance Metrics – Continuous Improvement ○ Goals <ul style="list-style-type: none"> – No Request Lost – Prompt Response – Seamless System-wide Technology – Meet or Exceed Industry Standards – Equity – Secure, Resilient & Survivable |
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CITY OF BELLEVUE

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KING COUNTY EXECUTIVE SERVICES

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KING COUNTY INFORMATION TECHNOLOGY

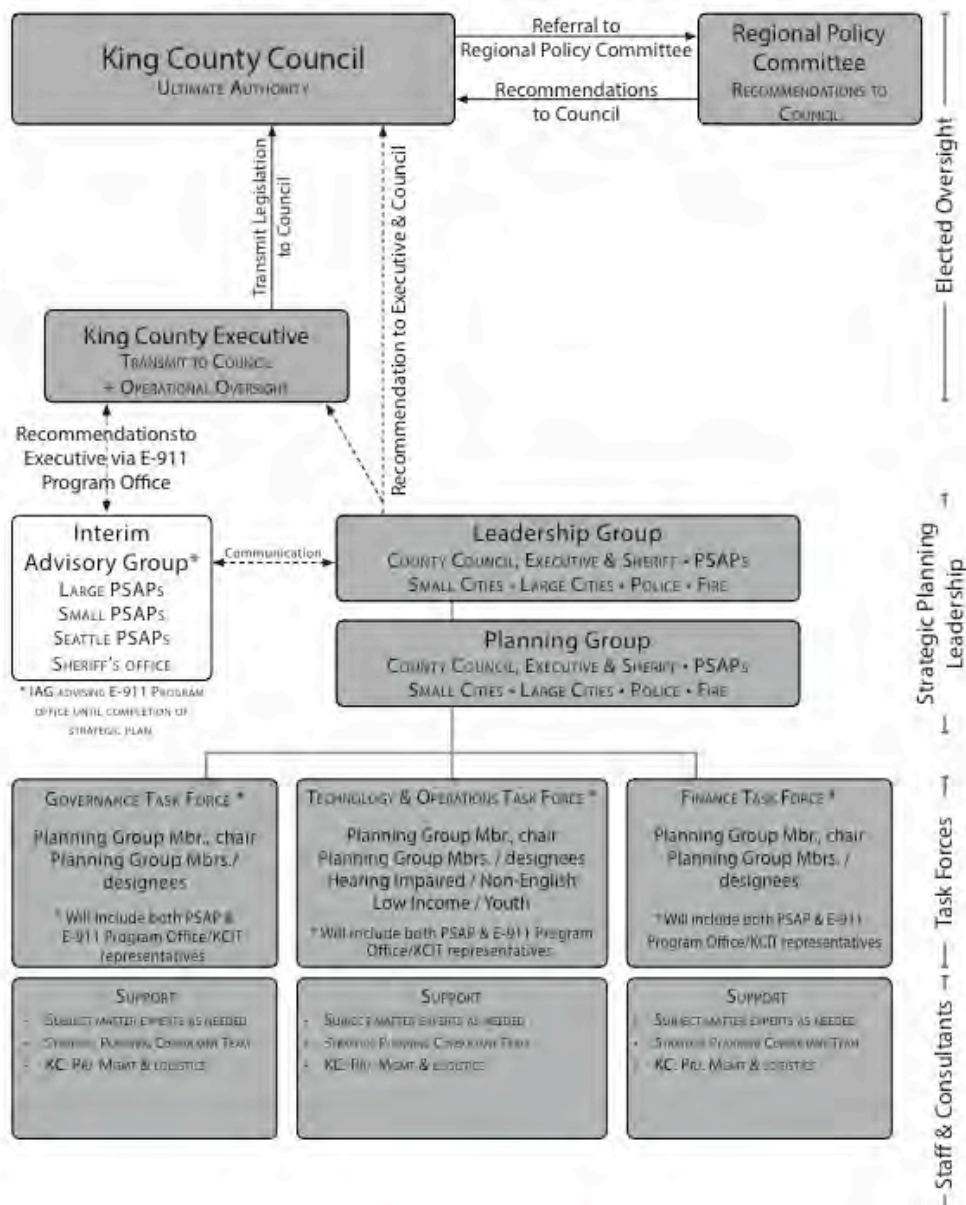
Marilynne Beard, Finance
CITY OF KIRKLAND (SOUND CITIES)

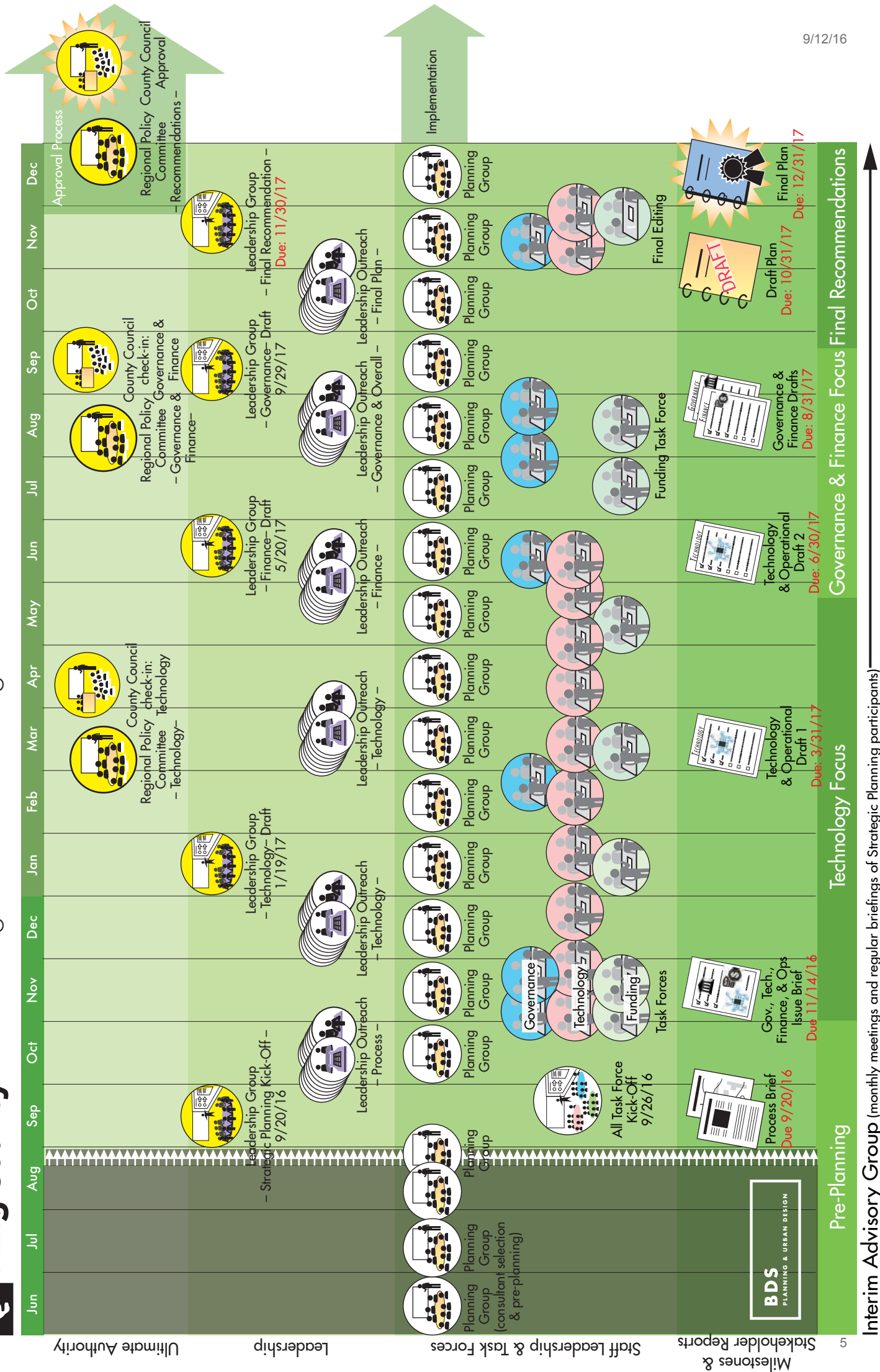
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King County Regional E-911 Strategic Planning Structure





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PARTICIPANT GUIDELINES

September 20, 2016

Guiding Principles

The guiding principles for the E-911 Strategic Plan process are:

- Be at the meetings. No delegates.
- Ensure meaningful/inclusive participation from all stakeholders
- Equitable distribution of resources and opportunity
- Respect for each other and the entire region
- Transparency/commitment to accountability
- Being champions of our own work (speak positively)
- To focus on the priorities of the whole system
- To center on forward action and positive change

Ground Rules

Participants of this process agree to abide by the following ground rules when at Leadership Group and Planning Group meetings and when they are communicating with one another on E-911 Strategic Planning-related business via phone, email, and other means. Participants will:

- Recognize that everyone's voice counts
 - Take turns speaking
 - Accept that each perspective is valid
 - Avoid belittling others' ideas
 - Respect participants' right to pass and/or ask questions
 - Facilitator will acknowledge ideas and opinions, but also reserve the right to respectfully keep things moving
- Focus on moving forward
- Offer positive solutions
- Take responsibility if late to a meeting by:
 - Reaching out to the facilitator or other members to catch up
 - Respecting the process that occurred before s/he arrived

Overall Responsibilities

All participants in this process will:

- Participate (show up to meetings regularly and on time)
- Promote positive communication by listening and adhering to protocols
- Represent the perspectives of their community
- Acknowledge any conflicts of interest

- Be a resource: help to leverage additional resources and information
- Advocate for the goals of the Strategic Planning process
- Serve as a source of institutional knowledge
- Serve as a conduit of information to the broader community about the Strategic Planning work
- Do all of the above in a manner that is collaborative

Decision Making

The Leadership Group will operate by “Working Consensus,” and every effort will be made to meet the interests of all its members. “Working Consensus” means that everyone gets their say, and many decisions will include both members who are in full agreement and those who can at least accept or “live with” the decision. Members should not block or withhold consensus unless they have serious reservations with the approach or solution that is proposed. If members disagree with the approach or solution selected by the rest of the group, they must explain the nature of the disagreement and make every effort to offer an alternative satisfactory to all stakeholders. If all efforts have been made to arrive at full consensus, but it appears that the group will not be able to achieve it, the group may choose to make a decision with 80% or more of those attending in agreement. *[From the ordinance: In the absence of consensus, each member shall have one vote unless otherwise noted in this section.]*

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PROCESS BRIEF

Introduction

This document outlines the process the Planning Group and Task Forces will use to develop a King County E-911 strategic plan that addresses priorities for the regional portions of the E-911 system and guides the ongoing process for decision making, funding and implementing those priorities.

Five Leadership Group Meetings



Deliverables

Process Brief | Due 9/20/16



This briefing document for the Leadership Group's September meeting will outline all aspects of the strategic planning process, including decision points for the three Task Forces, the Planning Group and the Leadership Group - with key milestones and dates. Plans to address and make decisions about E-911 Program Office operational issues above and beyond technology, finance and governance such as training and public education will be included in this brief.

Governance, Finance, Technology & Operations Issue Brief | Due 11/14/16



This briefing document will outline key governance, technology, and finance issues to be resolved during the process. It will include a needs assessment for governance, technology, finance, and operational issues and will be used to stimulate discussion and deliberation.

1st Draft Technology & Operations Recommendations | Due 3/31/17



The Technology Task Force will draft preliminary recommendations for discussion and feedback by the Planning Group and Leadership Group. This preliminary document will provide guidance for finance discussion, and will be modified in the 2nd draft recommendation based on feedback from the Finance Task Force. Deliverables may include: technology roadmap, technology recommendations, system design recommendations, location recommendations, refresh cycles, a proposed implementation cycle consistent with the current refresh and day-to-day business cycle.

2nd Draft Technology & Operations Recommendations | Due 6/30/17



The Technology Task Force will propose final technology recommendations that will provide the underpinnings for the development of the Finance Task Force recommendations, including specific sample RFP scope of work for the new technology.

Draft Finances Recommendations | Due 8/31/17



The Finance Task Force will draft preliminary recommendations for discussion and feedback by the Planning Group and Leadership Group. This preliminary document will initiate review and alignment of all Task Force recommendations in advance of a draft strategic plan.

Draft Governance Recommendations | Due 8/31/17



The Governance Task Force will draft preliminary recommendations for discussion and feedback by the Planning Group and Leadership Group.

Draft Strategic Plan | Due 10/31/17



The Planning Group will recommend a full draft of the Strategic Plan (including draft implementation plan), synthesizing the work and recommendations of all three Task Forces to the Leadership Group for discussion and feedback.

Final Strategic Plan | Due 12/31/17



The Leadership Group will forward the final King County Regional E-911 Strategic Plan to the County Executive and Council.

PROCESS BRIEF: FINANCE TASK FORCE

Goal and Charge

This process brief lays out a preliminary work program for the Finance Task Force. The Finance Task Force is charged with the research, deliberation, and recommendation of a 10-year Sustainable Financial Plan for the Regional E-911 System.

Statement of Strategic Questions

Best Practices Questions (inputs to support strategic planning decisions):

- What are cities, counties, PSAPs doing with respect to financial management and reporting (case studies)?
- How is workload and performance measured?
- How are funds collected, budgeted, prioritized and distributed?

Strategic Finance Questions

- F1. What are the procedures and processes for forecasting, reporting, auditing, and operations related to King County Regional E-911 System revenue and expenditures?
- F2. What are the funding needs and revenue strategies for the King County Regional E-911 System, including NG911 upgrades and keeping the system up to date over time?
- F3. What are the stakeholder reporting requirements related to the King County Regional E-911 System finances, including revenue, expenditures, efficiency, and effectiveness?
- F4. What are the investment management policies for the King County Regional E-911 System related to forecasting, investments, reserves, and contingencies?

Timeline and Milestones

The work program will consist of three general phases of work for the Task Force. These phases are called out to provide an illustration of how the Task Force will proceed through its charge. These are summarized below.

- **Clarity Phase.** This portion of the work program will review the principles and key questions raised during the scoping process. The broader objective of the phase is for the Task Force members to gain a shared understanding of current financial management issues. Task Force members will chiefly be consuming information provided by the consultant team and E911 Program Office; however, task force support staff will respond to Task Force members' questions and needs for information.
- **Focus Phase.** During this portion of the work program, Task Force members will discuss and identify key issues and problems that they think need to be remedied. They will also discuss and define what are the key elements (or criteria) of a 10-Year Sustainable Financial Plan for the Regional E-911 System. Task force support staff will respond to Task Force members' questions and needs for information.
- **Strategy Phase.** During this phase of the work, Task Force members will suggest and evaluate potential actions for the E-911 Financial Plan. They will deliberate and seek consensus on a range of strategies and actions needed to implement the 10-Year Sustainable Financial Plan for the Regional E-911 System.

Meeting 1: Task Force Charge and E-911 Financial Information (October 2016)

- » Task Force introductions, roles, charge, and work program
- » Presentation and Q&A: State of the E-911 Program
- » Discussion: Task Force discussion on key issues and relevant history

Meeting 2: Best Management Practices and Information Follow-up (October/November 2016)

- » Presentation and Q&A: Best Management Practices from King County and other E-911 Offices in Washington
- » Discussion: Task Force discussion on key issues and problems

Meetings 3-4: Defining Elements of a Sustainable Financial Plan (Winter 2016/17)

- » Presentation: Check in with Technology and Governance Task Forces
- » Discussion: Task Force identification of key objectives, elements, and/or criteria

Meetings 5-6: Identify, Refine, and Evaluate Potential Strategies and Actions (Spring/Summer 2017)

- » Discussion: Task Force identification of strategies and actions
- » Production: Prepare draft 10-Year Sustainable Financial Plan based on suite of technologies identified by 1st draft of Technology & Operations recommendations

Meeting 7: Final Recommendations (Summer 2017)

- » Discussion: Review draft 10-Year Sustainable Financial Plan with implementation plan and associated timeline
- » Final Plan: Vote to adopt final plan

PROCESS BRIEF: GOVERNANCE TASK FORCE

Goal and Charge

Research, deliberate, and recommend a governance structure for the Regional E-911 System, including how the Regional E-911 system will integrate with the state E-911 system and local E-911 dispatch services. Define an ongoing decision-making or governance structure for implementing and achieving the vision and goals of the regional King County E-911 system, including a conflict resolution process.

Statement of Strategic Questions

Best Practices Questions (inputs to support strategic planning decisions):

- What are others doing for governance of regional E-911 systems with multiple operating groups?

Baseline Questions (inputs to support strategic planning decisions):

- What is the current governance structure (organization chart; decision structure oversight; accountability; responsibility, conflict resolution process)?
- What are the governance lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Governance Questions:

- G1. What is the definition of the King County Regional E-911 System?
- G2. What is the management structure for the King County Regional E-911 System, in terms of authority, oversight, operations, accountability, responsibility, and performance monitoring?
- G3. What is the major decision-making structure for the King County Regional E-911 System, including process management, research, input, and authority?
- G4. What is the conflict resolution process for the King County Regional E-911 System?
- G5. What is the stakeholder engagement structure for the King County Regional E-911 System, including input into decisions, reporting, and performance monitoring?

Off the Table:

- The evolving number and configuration of Public Safety Answering Points (that are locally governed and largely locally funded) is an ongoing process of local decisions by individual PSAPS and/or groups of PSAPs. This plan will not include a top-down PSAP consolidation.

Timeline and Milestones

Meeting 1: Current Governance Issues (Fall 2016)

- Review FCC Report and County audit governance findings.
- Identify main issues that must be addressed during the process.
- Review existing governance framework/structure
 - » What are the current statutory responsibilities, roles, and authority?
 - » Review existing governance issues at State, County, and PSAP levels.
- Discuss relation of other task forces' work with governance and align schedule and scope.

Meeting 2: Governance Structures (Fall 2016)

- 911 models in other regions and states
- King County or Regional Models for other services
- Examples:
 - » Growth Management Planning Council
 - » PSERN
 - » Others

Meeting 3: What do you want to Govern? (Fall 2016)

Including feedback from other Task Forces, Planning Group, and Leadership Group begin discussion of 911 functions how they should be governed, at what level, and by whom.

- Revenue
- Budget
- Operations
- Capitol
- Standards and technology

Meetings 4-6: Development of Recommendations on Governance (Summer 2017)

- Authority over what functions
- Representation of entities and jurisdictions
- Voting

Meeting 7: Final Recommendation (Fall 2017)

Final Product includes:

- Recommended governance model
- Implementation plan and associated timeline.

PROCESS BRIEF: TECHNOLOGY & OPERATIONS TASK FORCE

Goal and Charge

Research, deliberate, and recommend a 10-year Technology Investment Strategy for the Regional E-911 System that meets the following Goals established in the Scoping Process:

1. No request for emergency service be lost.
2. Prompt responses to all requests for emergency service.
3. Seamless system-wide technology that minimizes transfers and is fully integrated and interoperable.
4. Meet or exceed industry standards on a continuing basis.
5. Provide equitable access to the E-911 system by all communities & individuals.
6. A county-wide system that is secure, resilient and survivable.

Statement of Strategic Questions

Best Practices Questions (inputs to support strategic planning decisions):

- Manage, review and implement in alignment with national standards and best practices (i.e. (e.g. NENA, APCO, CALEA, PMP, FCC, US-DOT, NFPA))
- Comprehensive review of case studies.

Baseline Questions (inputs to support strategic planning decisions):

- T1. What is the technology vision for the King County Regional E-911 System, in terms of the technology's purpose, evolution and investment approach?
- T2. What are the technology requirements for integrating with the state's E-911 system, and for local jurisdictions to connect to the regional E-911 system?
- T3. What is the ongoing decision process for technology investments, including options, tradeoffs, priorities, budgets, and schedules?
- T4. What are the ongoing performance metrics for technology in the King County Regional E-911 System, including the performance of the system, vendors, and local partners?
- T5. What are the security requirements for the King County Regional E-911 System, including protection of the system, individual privacy and proprietary information?

Timeline and Milestones

Meetings 1-3 (September-October 2016)

Identifying the key technology and operational issues that will need to be addressed in the technology and operational recommendations process. The Task Force will accomplish this work through a combination of activities including:

1. IXP to meet with each of the PSAPs to gather and summarize insights on their current and future technical and operational requirements.
2. State 9-1-1 Program outreach to gain a clear understanding of their system deployment strategies, schedules, technical requirements and operational/cost obligations.
3. Explore industry trends, standards, and best practices.

Meetings 4-11: 1st Draft Technology and Operational Recommendations (November 2016 – March 2017)

Drafting preliminary recommendations with sufficient detail to allow the Finance and Governance Taskforces to begin their work establishing their detailed analysis and recommendations. The Task Force will accomplish this work through a combination of activities including:

1. Outreach to other regional 9-1-1 systems serving multiple PSAPs.
2. Informational presentations by industry vendors.
3. IXP development of a 'straw-man' technology and operational framework document to be reviewed and refined with the Task Force.

Meetings 12-15: 2nd Draft Technology and Operational Recommendations (April – June 2017)

Drafting revised recommendations incorporating feedback from the Planning Group, Leadership Group, and the other Taskforces. Draft will expand the level of detail needed so that acquisition, implementation and operational costs can be estimated for use by the Finance Task force. The 2nd Draft will also include sample RFP scope of work information for a subsequent implementation cycle for the recommended technology and operational approaches. The Task Force will accomplish this work through a combination of activities including:

1. Review and follow-up discussions at Planning Group and Leadership Group meeting and interactions with the other Taskforces.
2. Maintaining contact and interaction with the State to closely monitor their ESINet deployment progress.
3. Gathering of cost data and experiences from similar regional systems.
4. Direct outreach to industry vendors and comparable jurisdictions to establish budgetary information pertinent to the recommended technology approach.



LEADERSHIP GROUP

Councilmember Jennifer Robertson
CITY OF BELLEVUE

Mayor Liz Reynolds
CITY OF ENUMCLAW

Councilmember Tola Marts
CITY OF ISSAQUAH

Executive Dow Constantine
KING COUNTY

Councilmember Reagan Dunn
KING COUNTY

Councilmember Kathy Lambert
KING COUNTY

Councilmember Claudia Balducci
KING COUNTY

Sheriff John Urquhart
KING COUNTY

Executive Director Tom Orr
NORCOM

Commander Erik Scairpon
REDMOND POLICE DEPARTMENT

Mayor Denis Law
CITY OF RENTON

Councilmember Lorena González
CITY OF SEATTLE

Council President Bruce Harrell
CITY OF SEATTLE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Commissioner Tim Osgood
WOODINVILLE FIRE AND RESCUE

Jody Miller (non-voting)
KING COUNTY EMERGENCY MANAGEMENT

PLANNING GROUP

Kathy Lombardo, Co-Chair
KING COUNTY, E-911 PROGRAM OFFICE

Lora Ueland, Co-Chair
VALLEY COMMUNICATIONS CENTER

Chad Barnes
CITY OF BELLEVUE

Commander Chris Wilson
ISSAQUAH POLICE DEPARTMENT

Diane Carlson
KING COUNTY EXECUTIVE'S OFFICE

Lise Kaye
KING COUNTY COUNCIL STAFF

Chief Patti Cole-Tindall
KING COUNTY SHERIFF'S OFFICE

Marilynne Beard
CITY OF KIRKLAND (SOUND CITIES)

Edie Gilliss (Stacey Jehlik, Interim)
CITY OF SEATTLE MAYOR'S OFFICE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Commissioner Tim Osgood
WOODINVILLE FIRE AND RESCUE

Meg Goldman (non-voting)
KING COUNTY EXECUTIVE SERVICES

TASK FORCE CHAIRS

Diane Carlson, Governance
KING COUNTY EXECUTIVE'S OFFICE

Edie Gilliss (Stacey Jehlik, Interim), Governance
CITY OF SEATTLE MAYOR'S OFFICE

Bill Kehoe, Technology
KING COUNTY INFORMATION TECHNOLOGY

Chelo Picardal, Technology
CITY OF BELLEVUE

Marilynne Beard, Finance
CITY OF KIRKLAND (SOUND CITIES)

Tom Koney, Finance
KING COUNTY EXECUTIVE SERVICES

PROJECT ROSTERS

September 20, 2016

LEADERSHIP GROUP (LG):

Note: new members in **bold** | IAG members marked with an *

- Councilmember Jennifer Robertson, *City of Bellevue* (City of Bellevue)
- Mayor Liz Reynolds, *City of Enumclaw* (Sound Cities)
- Councilmember Tola Marts *City of Issaquah* (Sound Cities)
- Executive Dow Constantine, *King County* (Executive)
- Councilmember Reagan Dunn, *King County* (Council)
- Councilmember Kathy Lambert, *King County* (Council)
- **Councilmember Claudia Balducci, *King County* (Council)**
- Sheriff John Urquhart, *King County* (Sheriff)
- Executive Director Tom Orr, *NORCOM* (Large PSAPs)*
- Commander Erik Scairpon, *Redmond Police Department* (Small PSAPs)*
- Mayor Denis Law, *City of Renton* (Sound Cities)
- Councilmember Lorena González, *City of Seattle* (Council)
- Council President Bruce Harrell, *City of Seattle* (Council)
- Captain Ronald Rasmussen, *Seattle Police Department* (Seattle PSAPs)*
- Commissioner Tim Osgood, *Woodinville Fire and Rescue* (Fire Districts)
- Jody Miller (*non-voting*), *King County Office of Emergency Services*

PLANNING GROUP (PG):

Note: new members (since PCT) in **bold** | IAG members marked with an *

- **Co-chair Kathy Lombardo, *E-911 Program Office* (911 Program Office)**
- Co-chair Lora Ueland, *Valley Comm* (Large PSAPs)
- **Chad Barnes, *City of Bellevue* (City of Bellevue)**
- Chris Wilson, *Issaquah Police Department* (Small PSAPs)
- **Diane Carlson, *KC Intergovernmental Relations* (County Executive)**
- Lise Kaye, *King County Council Staff* (County Council)
- Patti Cole-Tindall, *King County Sheriff's Office* (Sheriff's Office)
- **Marilynne Beard, *City of Kirkland* (Sound Cities)**
- **Stacey Jehlik (for Edie Gilliss), *City of Seattle* (Seattle City Council)**
- Ron Rasmussen, *City of Seattle Police Department* (Seattle PSAPs)*
- **Tim Osgood, *Woodinville Fire and Rescue* (Fire Districts)**
- Meg Goldman (*non-voting*), *King County Department of Executive Services*

KING COUNTY E-911 STRATEGIC PLAN – PROJECT ROSTER

TASK FORCES:

GOVERNANCE	
Task Force Members	Representing
Diane Carlson, Co-Chair	King County Executive Office
Stacey Jehlik (Interim for Edie Gilliss), Co-Chair	City of Seattle Council
Lora Ueland	Large PSAPs
Kathy Lombardo	King County E-911 Program Office
Ron Rasmussen	Seattle PSAPs
Jane Christenson	Sound Cities
Kathy Baskin	Small PSAPs
Chad Barnes	City of Bellevue
Patti Cole-Tindall	King County Sheriff's Office
April Sanders	King County Council
Staff Support (non-voting)	
Meg Goldman	King County Dept. of Exec. Services
Consultants	
Tim Ceis	CBE Strategic
Andrés Mantilla	CBE Strategic
Brian Scott	BDS Urban Planning & Design
Gabriel Silberblatt	BDS Urban Planning & Design

KING COUNTY E-911 STRATEGIC PLAN – PROJECT ROSTER

TECHNOLOGY & OPERATIONS	
Task Force Member	Representing
Bill Kehoe, Co-Chair	King County E-911 Program Office
Chelo Picardal, Co-Chair	City of Bellevue
Jess Nelson	Large PSAPs
Micki Singer	Small PSAPs
Jessica Sullivan	King County Sheriff's Office
Tim Osgood	Fire Districts
Gregory Hough	City of Seattle Council
Krista Camenzind	King County Council
Russ St Myers	City of Seattle PSAP
Dee Hathaway	Sound Cities
Deb Flewelling	King County Executive
Kellie Shapard	Hearing Impaired
Susan Fox	Youth
Holly Harper Haines	Low-Income
Rick Stolz	Non-English
Staff Support (non-voting)	
Aaron Barak	King County Information Technology
Kenn Moisey	State of Washington E-911
Meg Goldman	King County Dept. of Exec. Services
Consultants	
Kevin Kearns	IXP
Brian Scott	BDS Urban Planning & Design
Gabriel Silberblatt	BDS Urban Planning & Design

KING COUNTY E-911 STRATEGIC PLAN – PROJECT ROSTER

FINANCE	
Task Force Members	Representing
Marilynne Beard, Co-Chair	Sound Cities
Tom Koney, Co-Chair	King County E-911 Program Office
Tatyana Bogush-Stakhov	Large PSAPs
Krystal Hackmeister	City of Bellevue
DeWayne Pitts	King County Sheriff's Office
Tim Osgood	Fire Districts
Tom Goff	King County Council
Jennifer Devore	City of Seattle Council
Kate Davis	King County Executive Office
Tom Walsh	City of Seattle PSAP
Staff Support (non-voting)	
Laura Pitarys	King County E-911 Program Office
Christine Chou	King County Information Technology
Gaukhar Serikbayeva	King County Performance, Strategy, Budget
Meg Goldman	King County Dept. of Exec. Services
Consultants	
Morgan Shook	ECONorthwest
Tessa Krebs	ECONorthwest
Brian Scott	BDS Urban Planning & Design
Gabriel Silberblatt	BDS Urban Planning & Design

MANAGEMENT TEAM:

- Lora Ueland, *Valley Comm*
- Kathy Lombardo, *E-911 Program Office*
- Brian Scott, *BDS Planning & Urban Design*
- Gabriel Silberblatt, *BDS Planning & Urban Design*
- Meg Goldman, *King County Dept. of Exec. Services*

INTERIM ADVISORY GROUP (IAG):

- Chair Erik Scairpon, *Redmond Police Department*
- Vice-Chair Ron Rasmussen, *Seattle Police Department*
- Jessica Sullivan, *King County Sheriff*
- Tom Orr, *NORCOM*
- Jody Miller (non-voting), *King County Emergency Services*



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Leadership Group

September 20, 2016

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Today's Agenda



- Introductions
- Project Overview
- Expectations of Leadership Group
- E-911 Program Office & Interim Advisory Group Updates
- Process Briefings
- Task Force Rosters
- Round Table (Equity Focus)



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Project Overview



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King County Ordinance #18139

King County Regional E-911
Strategic Plan
Committee

"Address the planning
processes and
questions needed to:

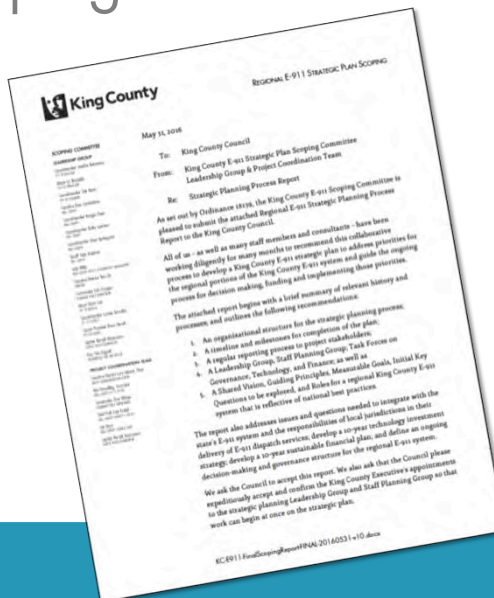
1. **Integrate with the state's E911 system** and the **responsibilities of local jurisdictions** in their delivery of E-911 dispatch services;
2. Develop a **ten-year technology investment strategy** for the regional King County E-911 system with tactics and a process for adapting to evolving technology and service conditions;
3. Develop a **ten-year sustainable financial plan** for the regional King County E-911 system with tactics and a process for adapting to evolving financial conditions; and
4. Define an **ongoing decision making or governance structure** for implementing and achieving the vision and goals of the regional King County E-911 system, including a conflict resolution process."



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Scoping Recommendations



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From Scoping

LEADERSHIP DIRECTION: Shared Vision

- *Consistent with national best practices, the King County Regional E-911 System will be among the best in the country in terms of:*
 - Rapid and effective routing of requests for service
 - Effective deployment of evolving technology
 - Efficient use of public resources
 - Adherence to the guiding principles



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From Scoping

LEADERSHIP DIRECTION:

Guiding Principles & Goals

Guiding Principles

- **Process**
 - Transparency
 - Project Management Principles
 - Collaboration
 - Predictability
 - Advocacy
 - Inclusion
- **Standards**
 - National Best Practices
 - Performance Metrics
 - Continuous Improvement
- **Goals**
 - No Request Lost
 - Prompt Response
 - Seamless System-wide Technology
 - Meet or Exceed Industry Standards
 - Equity
 - Secure, Resilient & Survivable
- **Finances**
 - Fiscal Responsibility
 - Financial Sustainability
 - Cost Effective

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From Scoping

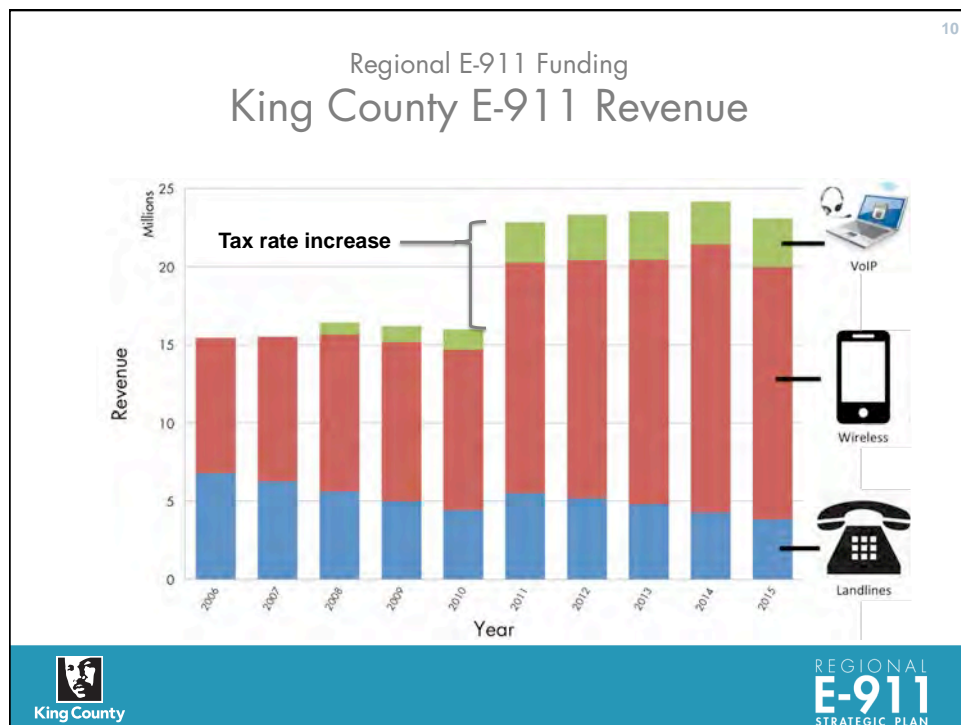
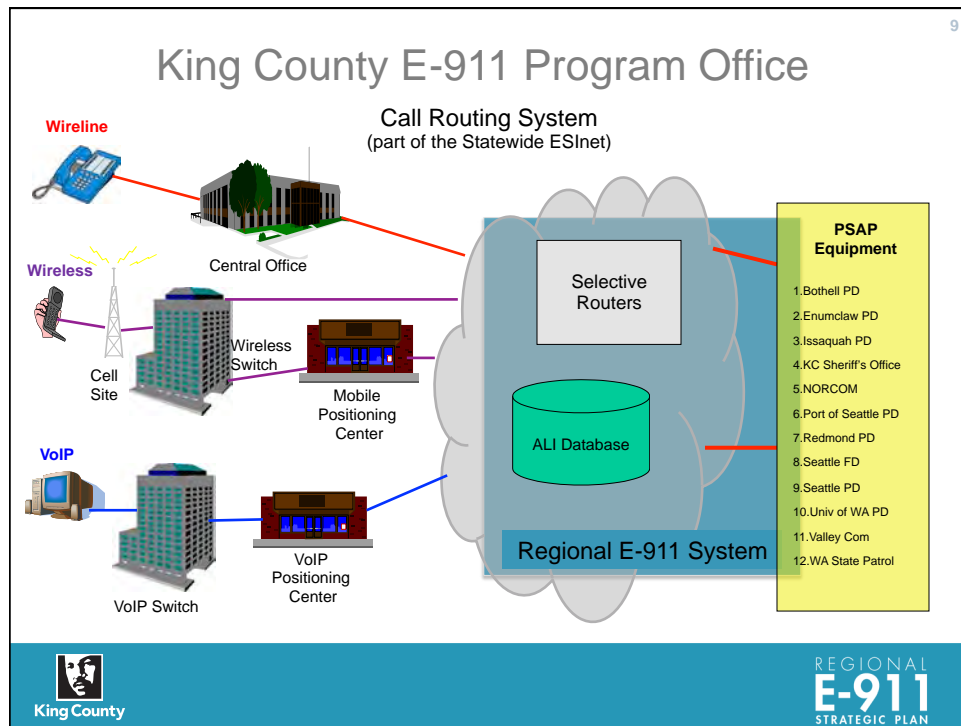
LEADERSHIP DIRECTION:

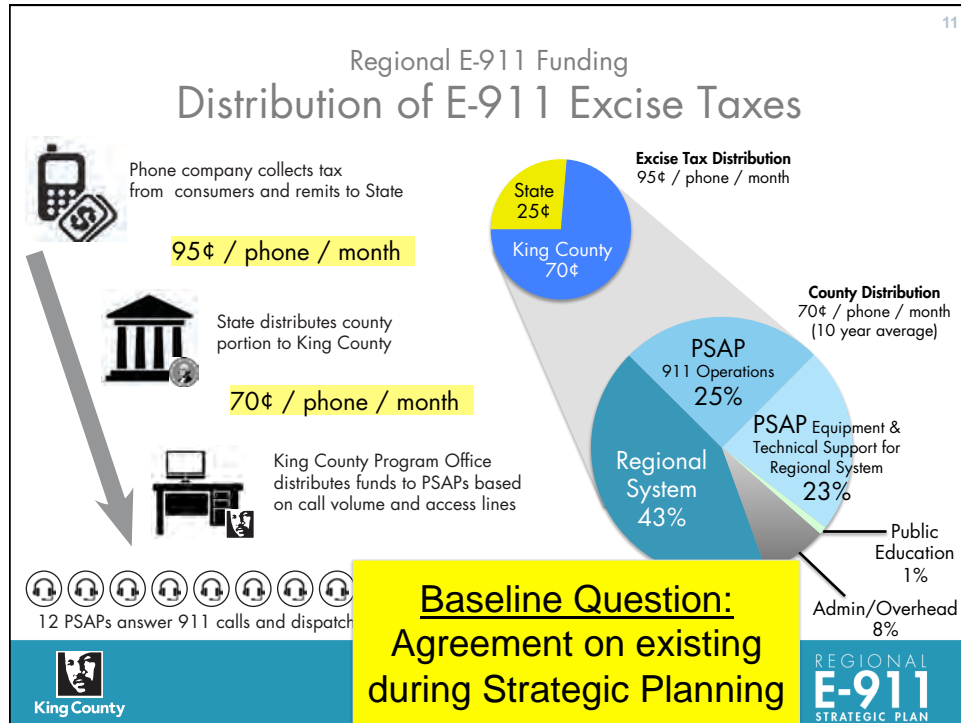
Roles

- **Oversight**
 - King County Council = ultimate authority
 - Regional Policy Committee = recommendations to Council
 - King County Executive = oversees operations; refers & signs legislation
- **Functions**
 - E-911 Program Office provides E-911 routing network
 - PSAPs interrogate callers and dispatch assistance
- **Governance**
 - E-911 Program Office → Dept. of Exec. Services
 - PSAPs → local stakeholders
- **Funding**
 - E-911 Program Office is supported by dedicated excise taxes
 - Program Office distributes a portion of excise taxes to PSAPs
 - Most PSAP costs are borne by the PSAP stakeholders

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Rosters & Chairs

Leadership Group

Councilmember Jennifer Robertson <i>City of Bellevue</i>	Jody Miller (non-voting) <i>King County Department of Emergency Management</i>
Mayor Liz Reynolds <i>City of Enumclaw</i>	Executive Director Tom Orr <i>NORCOM</i>
Councilmember Tola Marts <i>City of Issaquah</i>	Commander Erik Scairpon <i>Redmond Police Department</i>
Executive Dow Constantine <i>King County</i>	Mayor Denis Law <i>City of Renton</i>
Councilmember Reagan Dunn <i>King County</i>	Councilmember Lorena González <i>City of Seattle</i>
Councilmember Kathy Lambert <i>King County</i>	Council President Bruce Harrell <i>City of Seattle</i>
Councilmember Claudia Balducci <i>King County</i>	Captain Ronald Rasmussen <i>Seattle Police Department</i>
Sheriff John Urquhart <i>King County</i>	Commissioner Tim Osgood <i>Woodinville Fire and Rescue</i>

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Rosters & Chairs

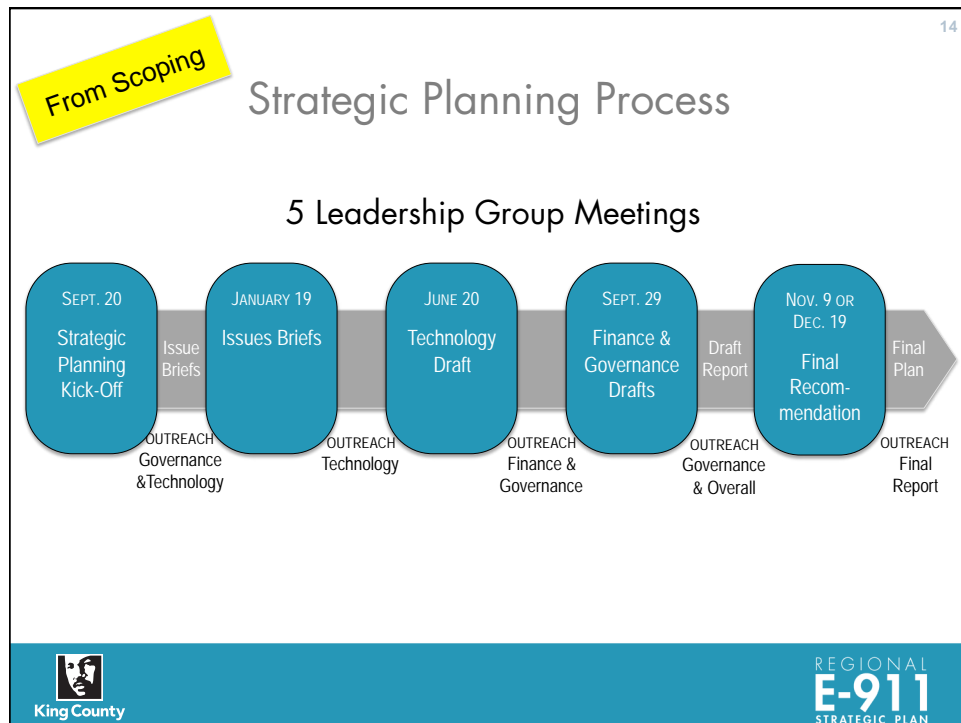
Leadership Group

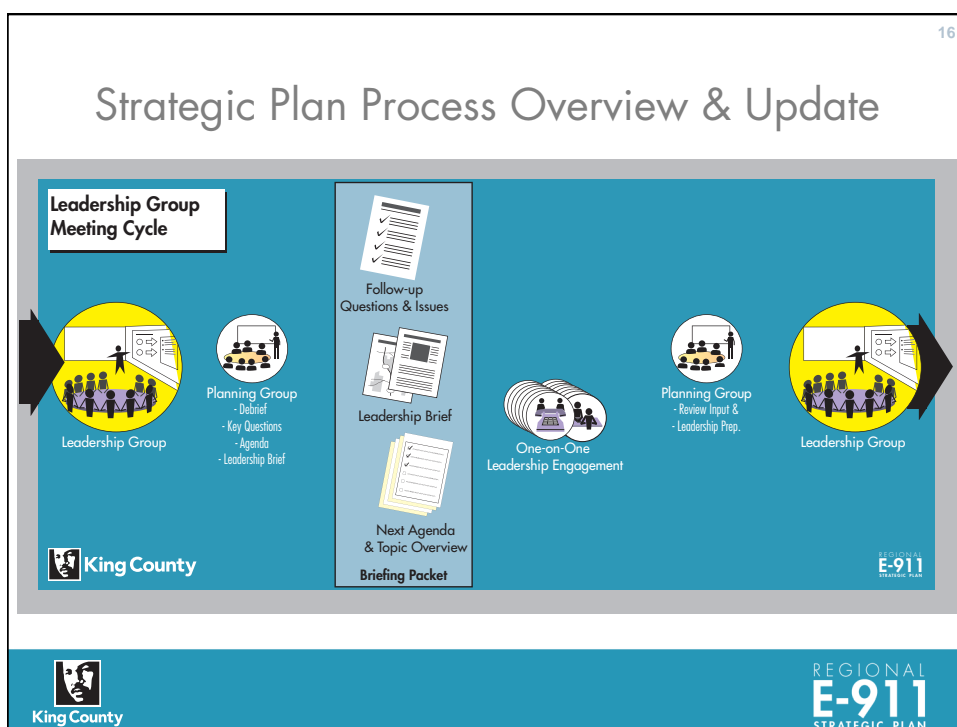
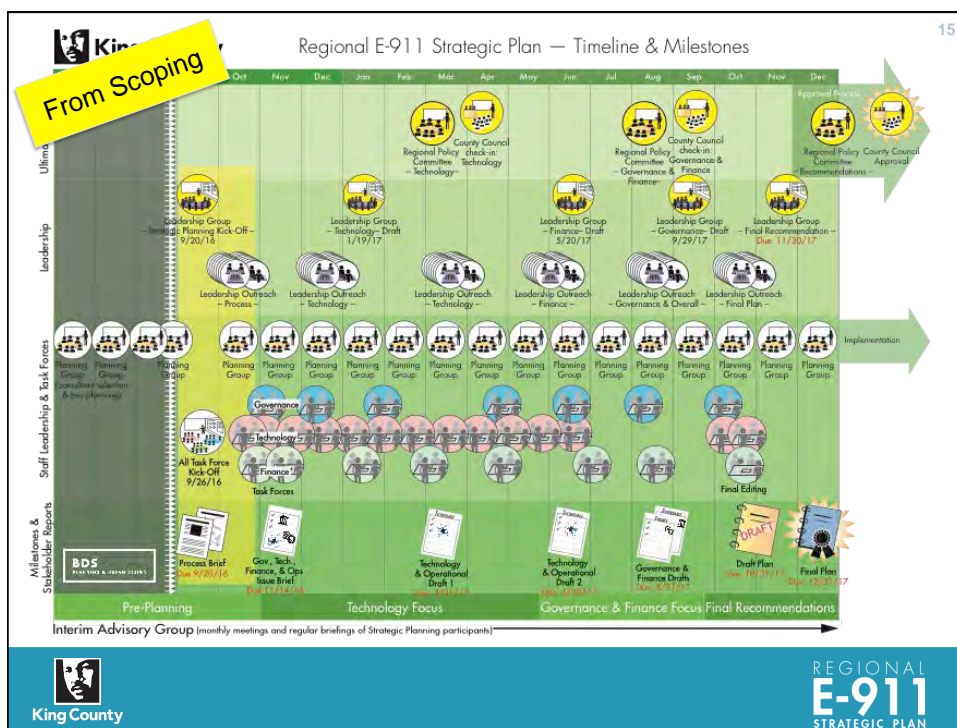
Councilmember Jennifer Robertson	Councilmember Claudia Balducci	Council President Bruce Harrell
Mayor Liz Reynolds	Sheriff John Urquhart	Captain Ronald Rasmussen
Councilmember Tola Marts	Executive Director Tom Orr	Commissioner Tim Osgood
Executive Dow Constantine	Commander Erik Scairpon	Deputy Director Jody Miller (non-voting)
Councilmember Reagan Dunn	Mayor Denis Law	
Councilmember Kathy Lambert	Councilmember Lorena González	

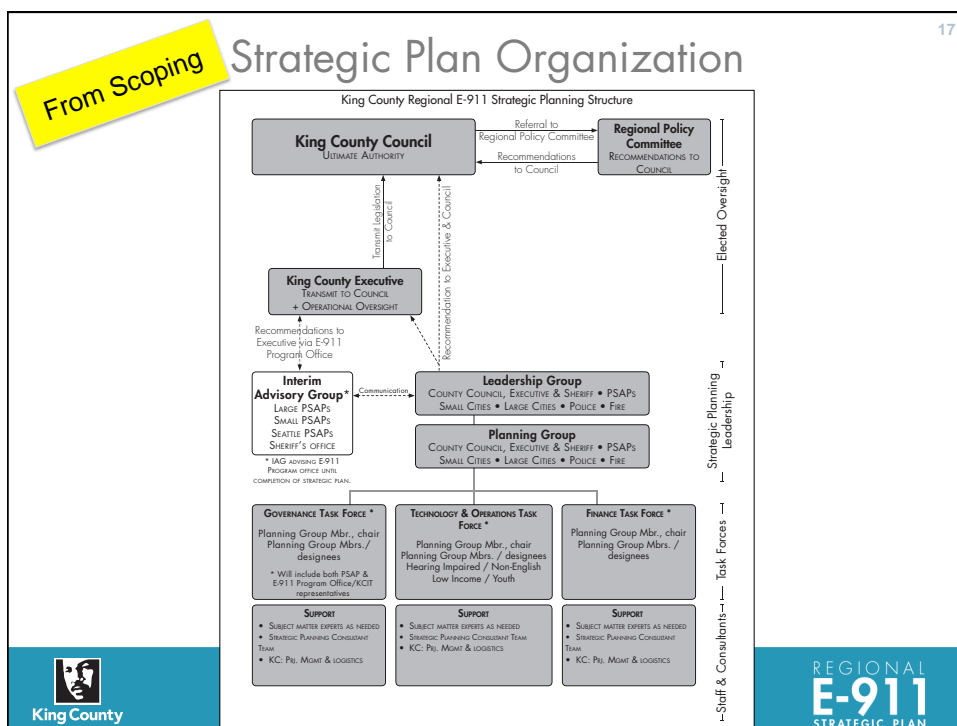
Planning Group

Lora Ueland <i>Valley Communications Center</i>	Lise Kaye <i>King County Council Staff</i>	Marilynne Beard <i>City of Kirkland</i>
Kathy Lombardo <i>King County</i>	Chad Barnes <i>City of Bellevue</i>	Diane Carlson <i>King County</i>
Commander Chris Wilson <i>Issaquah Police Department</i>	Captain Ronald Rasmussen <i>Seattle Police Department</i>	Stacey Jehlik <i>City of Seattle</i>
Chief Patti Cole-Tindall <i>King County Sheriff's Office</i>	Commissioner Tim Osgood <i>Woodinville Fire and Rescue</i>	Meg Goldman (non-voting) <i>King County Executive Services</i>

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Process Principles

- **Equitable**
resources & opportunity
- **Respect**
for each other & entire region
- **Transparency**
- **Accountability**
- **Champions**
for this effort
- **Priorities**
of the whole system
- **Action & Change**

King County

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Ground Rules



- Everyone's voice counts
 - Take turns
 - Each perspective is valid
 - Listen respectfully
 - Questions are okay
- Forward movement
- Positive recommendations



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Responsibilities



- **Participate**
(regularly & on-time; no alternates)
- **Positive** communication
- Represent your **perspective**
- **Acknowledge any conflicts**
of interest
- **Leverage resources &**
information
- Advocate for **recommendations**
- Institutional **knowledge**
- **Conduit** of information



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Decisions: Working Consensus



- **Everyone** gets their say
- Recommendations you can **“live with”**
- If we must vote:
80% = consensus
 (in attendance)



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Discussion

Expectations of Leadership Group




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E-911 Program & IAG Overview & Update

Kathy Lombardo, King County E-911
Erik Scairpon, Redmond PD



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E-911 Program Office Update

Projects: Seattle Viper, Text-to-911, Security System Diagnostic for State ESINet 2, PSAPNet, ELA Circuit Reconfiguration, Preventative Maintenance.....



The timeline consists of several horizontal blue arrows pointing to the right, representing the duration of various projects. The longest arrow at the top represents the entire project period. Below it, a smaller arrow labeled 'E911 Office Move' points to the date '12/2016'. Further down, a series of arrows represent ongoing or near-future activities: 'Ongoing Audit Compliance', 'Interim Advisory Group through 2017', 'Strategic Planning through 2017', 'KCIT Staff Transfer & Transition' (ending at '12/2017'), and 'Deliver & Routinely Maintain Regional E911 System – Ongoing'.

E911 Office Move
12/2016


Ongoing Audit Compliance

Interim Advisory Group through 2017


Strategic Planning through 2017

KCIT Staff Transfer & Transition
12/2017

Deliver & Routinely Maintain Regional E911 System – Ongoing



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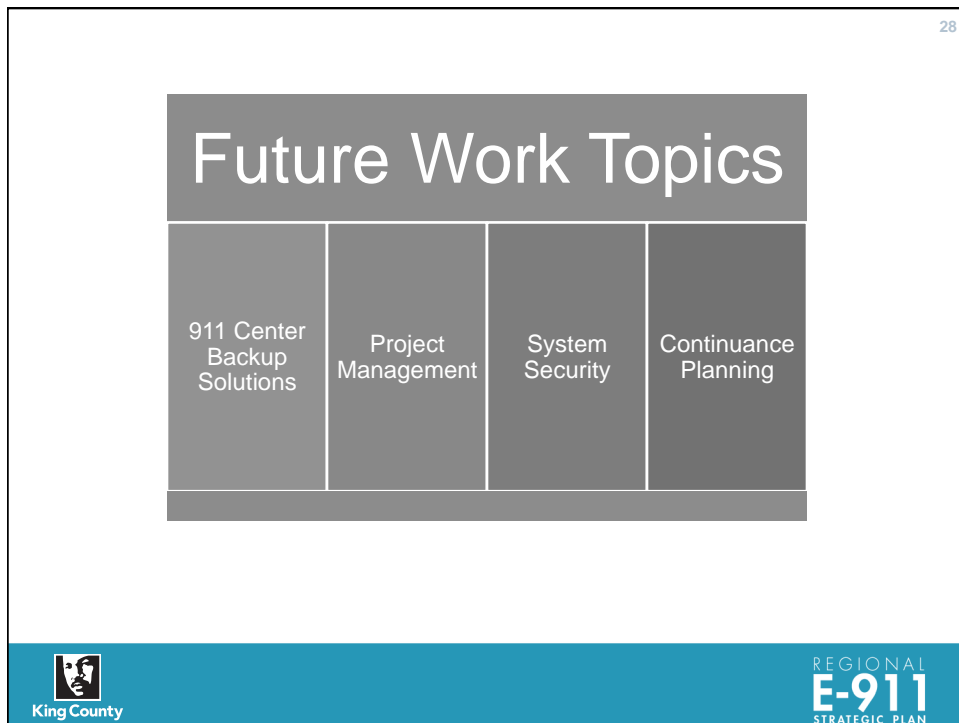
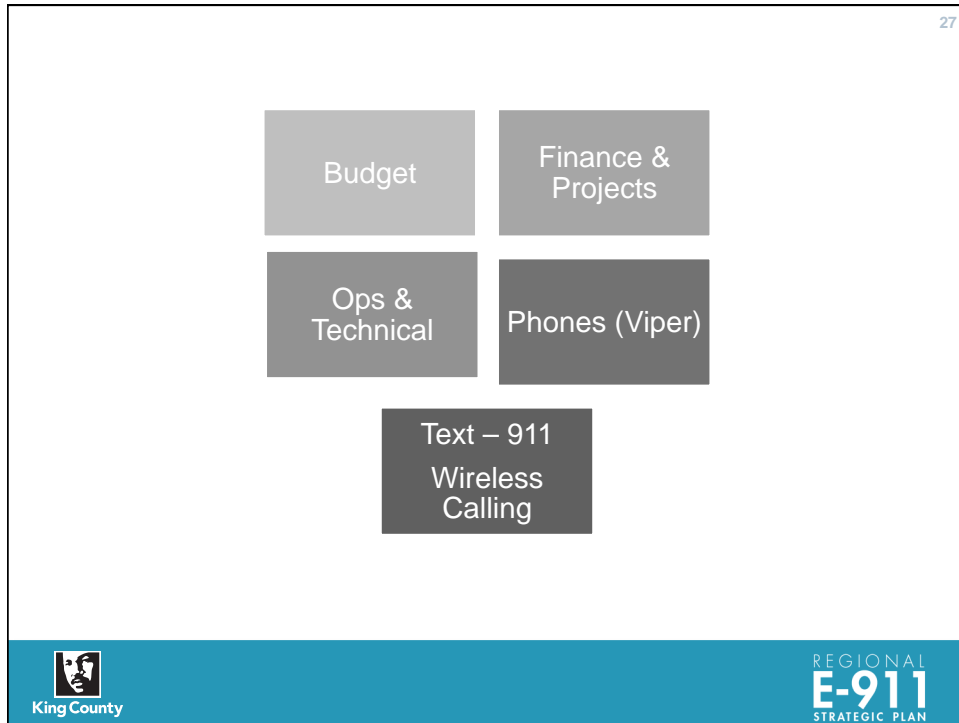
IAG Update

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Providing Structure	Collaboration	New Program Manager
	Work Plan	Sense of Direction
	Action Items	Accountability
	Building Trust	Throughout King County

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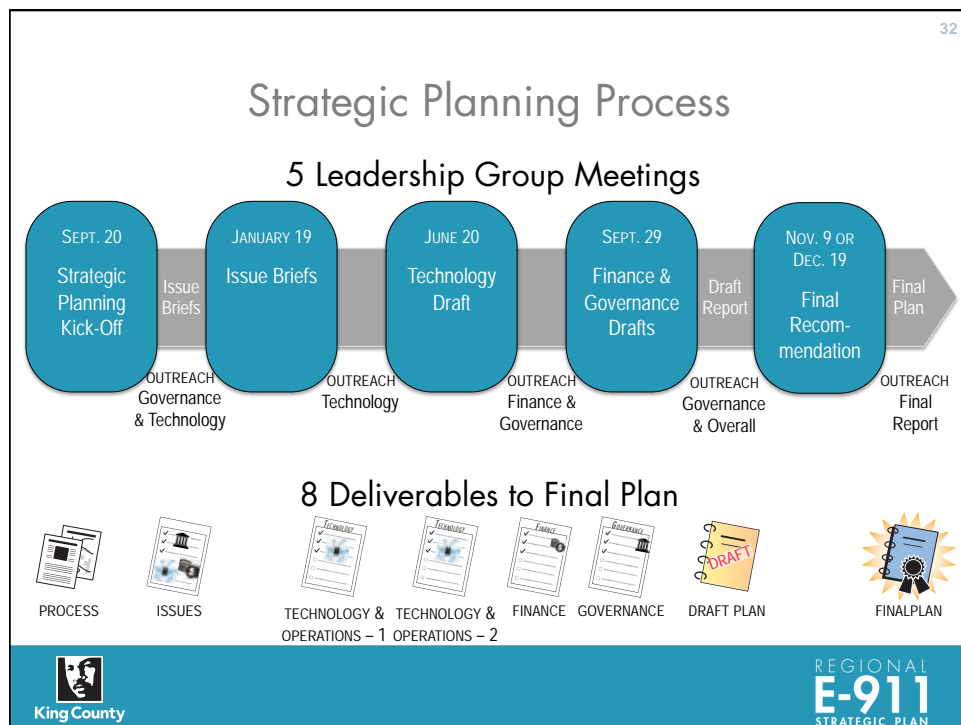
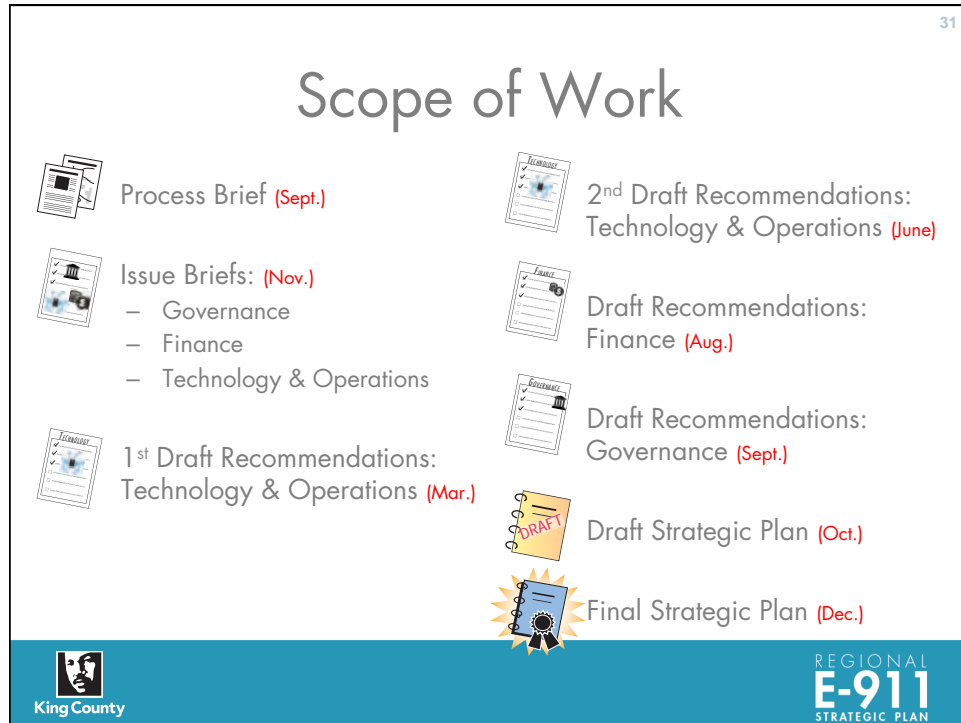
Process Review

Brian Scott, BDS – Work Plan
Tim Ceis, CBE Strategic – Governance
Kevin Kearns, IXP – Technology & Operations
Morgan Shook, ECONorthwest – Finance



BDS Team Introductions





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Governance Process

Goal and Charge:

Research, deliberate, and recommend a governance structure for the Regional E-911 System

- Integrate with the state E-911 system and local E-911 dispatch services
- Ongoing decision-making or governance structure



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Governance Process

Statement of Strategic Questions:

Best Practices Questions

- What are others doing?

Baseline Questions

- What is the current governance structure?
- What are the governance lessons from the 2015 King County Auditor's report?

Strategic Governance Questions

- What are the responsibilities of the governing body?
- What is representational structure?
- What is the major decision-making authority?
- What is the conflict resolution process?
- What is the stakeholder engagement?

Off the Table:

The evolving number and configuration of Public Safety Answering Points



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Governance Process

Timeline & Milestones:

Meeting 1: Current Governance Issues
(Fall 2016)

Meeting 2: Governance Structures
(Fall 2016)

Meeting 3: What do you want to Govern?
(Fall 2016)

Meetings 4 – 6: Development of Governance Recommendations
(Summer 2017)

Meeting 7: Final Recommendation
(Fall 2017)



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Technology & Operations Process

Goal and Charge:

Research, deliberate, and recommend a
10-year Technology Investment Strategy:

- No request lost
- Prompt response
- Seamless system-wide technology
- Meet or exceed industry standards
- Equitable Access
- Secure, Resilient, and Survivable



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Technology & Operations Process

Statement of Strategic Questions:

Best Practices Questions

- Alignment with national standards and best practices
- Review of case studies

Baseline Questions

- What is the technology vision?
- What are the technology requirements?
- What is the ongoing decision process?
- What are the ongoing performance metrics?
- What are the security requirements?



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Technology & Operations Process

Timeline & Milestones:

Meetings 1-3: Key Technology & Operational Issues
(Sept. – Oct 2016)

Meetings 4-11: 1st Draft Technology and Operational Recommendations
(Nov. 2016 – Mar. 2017)

Meetings 12-15: 2nd Draft Technology and Operational Recommendations
(April – June 2017)



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Finance Process

Goal and Charge:

Research, deliberate, and recommend a 10-year Sustainable Financial Plan for the Regional E-911 System



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Finance Process

Statement of Strategic Questions:

Best Practices Questions

- What are cities, counties, PSAPs doing?
- How is workload and performance measured?
- How are funds collected, budgeted, prioritized and distributed?

Strategic Finance Questions

- What are the procedures and processes?
- What are the funding needs and revenue strategies?
- What are the stakeholder reporting requirements?
- What are the investment management policies?



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Finance Process

Timeline & Milestones:

- Clarity Phase
- Focus Phase
- Strategy Phase

Meeting 1: Task Force Charge & E-911 Financial Information
(October 2016)

Meeting 2: Best Management Practices & Information Follow-up
(October/November 2016)

Meetings 3-4: Defining Elements of a Sustainable Financial Plan
(Winter 2016/17)

Meetings 5-6: Identify, Refine, & Evaluate Potential Strategies & Actions
(Spring/Summer 2017)

Meeting 7: Final Recommendations
(Summer 2017)



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Discussion

Process Review



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Task Force Rosters & Chairs



Task Force Rosters & Chairs

Governance

Task Force Members	Representing
Diane Carlson, Co-Chair	KC Executive Office
Stacey Jehlik (Interim for Edie Gilliss), Co-Chair	City of Seattle PSAP
Lora Ueland	Large PSAPs
Kathy Lombardo	KC E-911 Program Office
Jane Christenson	Sound Cities
Kathy Baskin	Small PSAPs
Chad Barnes	City of Bellevue
Patti Cole-Tindall	King County Sheriff's Office
April Sanders	King County Council
Ronald Rasmussen	City of Seattle PSAP
Staff Support (non-voting)	
Meg Goldman	KC DES
Consultants	
Tim Ceis	CBE
Andrés Mantilla	CBE
Brian Scott	BDS
Gabriel Silberblatt	BDS



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Task Force Rosters & Chairs

Technology & Operations

Task Force Member	Representing
Bill Kehoe, Co-Chair	KC E-911 Program Office
Chelo Picardal, Co-Chair	City of Bellevue
Jess Nelson	Large PSAPs
Micki Singer	Small PSAPs
Jessica Sullivan	King County Sheriff's Office
Tim Osgood	Fire Districts
Gregory Hough	City of Seattle Council
Krista Camenzind	King County Council
Russ St Meyers	City of Seattle PSAP
Deb Flewelling	King County Executive
Dee Hathaway	Sound Cities
Rick Stolz	One America (Non-English speakers)
Molly Harper Haines	API Chaya (Low income)
Kellie Shapard	ADWAS (Hard of hearing)
Susan Fox	PSKS (Youth)
Staff Support (non-voting)	
Aaron Barak	KCIT
Kenn Moisey	State of Washington E-911
Meg Goldman	KC DES
Consultants	
Kevin Kearns	IXP
Brian Scott	BDS
Gabriel Silberblatt	BDS



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Task Force Rosters & Chairs

Finance

Task Force Members	Representing
Marilynne Beard, Co-Chair	Sound Cities
Tom Koney, Co-Chair	KC E-911 Program Office
Tatyana Bogush-Stakhov	Large PSAPs
Krystal Hackmeister	City of Bellevue
De'Wayne Pitts	King County Sheriff's Office
Tim Osgood	Fire Departments
Tom Goff	King County Council
Jennifer Devore	City of Seattle Council
Kate Davis	KC Executive Office
Tom Walsh	City of Seattle PSAP
Staff Support (non-voting)	
Laura Pitarys	E-911
Christine Chou	KCIT
Gaukhar Serikbayeva	KC PSB
Meg Goldman	KC DES
Consultants	
Morgan Shook	ECONorthwest
Tessa Krebs	ECONorthwest
Brian Scott	BDS
Gabriel Silberblatt	BDS



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Rosters & Chairs



<p>Management Team</p> <ul style="list-style-type: none"> • Lora Ueland • Kathy Lombardo • Brian Scott • Meg Goldman • Gabriel Silberblatt 	<p>Interim Advisory Group (IAG)</p> <ul style="list-style-type: none"> • Erik Scairpon • Ron Rasmussen • Jessica Sullivan • Tom Orr • Jody Miller
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Discussion

Task Forces

Round Table

Equity Focus



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What Equity means for King County E-911

- Many definitions for Equity
- From Scoping: Goal 5 - Equity
"Equitable access to the E-911 system by all communities and individuals, recognizing and addressing the obstacles faced by specific groups."
- **Social Equity** – the fair, just and equitable distribution of public services and implementation of public policy
(H. George Frederickson, 1960 – *Social Equity in Governance*)
 - Improving equitable access to the system
 - Considering ease of use and how underrepresented populations use the system



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Task Force Involvement

- Inclusion of Communities impacted by changes to system
 - Non-English Speakers
 - Hearing Impaired
 - Youth
 - Low-Income Communities



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Discussion

- Does this align with the intent of the Social Equity language in the Strategic Plan Scoping Document?
- Are there other concepts of Social Equity and Inclusion that should be integrated throughout this process?



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Next Meeting **Leadership Group:**

January 19, 2017
10:00am – 12:00pm

Chinook Building

1st floor Conference Center, suite 123
401 5th Avenue
Seattle, WA 98104